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ABSTRACT

Intended for community leaders (public and private) and also for correctional leaders, this resource guide outlines the design of a model community-operated program to provide comprehensive services for the employment and training of ex-offenders. An introduction provides historical perspective and discusses the relationship between crime and unemployment. Next, a program description is presented that covers the need for a Community Alliance Program for Ex-Offenders (CAPE), CAPE concept, goal and objectives, leadership role, key elements of the CAPE program, employer contact, benefits, and beginning a local CAPE program. In the third section, the significant planning and development tasks involved in local program implementation are discussed. A section on program management outlines the coordinator functions and describes approaches to participant record tracking. The final section lists the basic components of a comprehensive service delivery system and discusses guidelines and implementation options for each of these services. Appendixes include a sample interagency agreement and other forms, names and addresses of individuals to contact for further information, and a bibliography. (YLE)

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EMPLOYMENT AND TRAINING OF EX-OFFENDERS:

A COMMUNITY PROGRAM APPROACH

A GUIDE PRODUCED BY THE

NATIONAL ALLIANCE OF BUSINESS

IN COOPERATION WITH

THE UNITED STATES PROBATION SYSTEM

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
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PREFACE

In June of 1980 the National Alliance of Business and the United States Probation System formed a partnership to address the employment and training needs of ex-offenders.

These two organizations combined the resources and expertise of the public and private sectors to test a model delivery system to provide comprehensive services for employment and training of ex-offenders in three pilot sites. A U. S. probation officer from the Northern District of California was provided on loan to the Alliance to develop and test such a program.

We hope that the experiences gained will benefit community leaders in their efforts to develop local programs. The 1980s have produced new incentives for coordinated community problem solving through the sharing of existing resources and the coordination of community services.

This guide outlines the design of a model community-operated program which will provide offenders with a realistic alternative to crime -- meaningful employment. At the same time, the program concept, properly developed, will offer the judicial system a viable alternative to incarceration of non-violent individuals. Most importantly, a meaningful job for an ex-offender will provide him/her with a stake in the community. By developing job ready skills and a comprehensive system of support services for the ex-offender, the program aims to provide employers with a reliable manpower resource -- a productive employee, a tax payer instead of a tax user.

This monograph is intended as a resource guide for community leaders (public and private) to assist them in developing a comprehensive program to suit local needs and problems.

We recognize that each community will differ in demographics. Therefore, each ex-offender program will need to adapt to these community variations. We strongly recommend, however, that the basic program components described herein remain constant.

This guide can also serve as a tool for correctional leaders involved in planning a comprehensive employment and training program for ex-offenders. Corrections as a public organization is charged with the responsibility for "improving the condition" of individuals under their supervision. Fulfilling these responsibilities is not a simple task. However, recognizing the significance of employment to an individual's "condition", correctional leaders can provide the initial leadership for a local program.

The guide is designed for practical use. It is neither an all-inclusive plan of action nor a compendium of existing programs; it is a synthesis of materials and experiences accumulated to date.

For additional help in planning or operating a community program, the guide includes a bibliography and exhibits as well as a list of programs and individuals to contact for further information.

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TABLE OF CONTENTS

PREFACE

ACKNOWLEDGEMENT 1

INTRODUCTION
- Historical Perspective 3
- Crime and Unemployment 4

PROGRAM DESCRIPTION
- The Need 7
- CAPE Concept 7
- Goal and Objectives 8
- Leadership Role 8
- Key Elements 8
- Employer Contact 8
- Benefits 9
- Beginning a local CAPE 9

PROGRAM PLANNING AND DEVELOPMENT
- Tasks Overview 11
- Secure Agency participation 11
- Business Involvement 12
- Community Assessment/Needs Analysis 13
- Establish Local Advisory Board 15
- Define Program Parameters 16
  - CAPE Role
  - Client Group
  - Program Services
- Specific Program Objectives 18
- Program Coordinator, Staff and Office 19
- Market CAPE to the Business Community 20
- CETA and JTPA 21

PROGRAM MANAGEMENT
- Coordinator Functions 23
- Participant Record Tracking 25

PROGRAM COMPONENTS
- Components Overview 27
- Outreach 28
- Intake 30
- Participant Orientation 31
- Assessment 32
- Participant Characteristics 33
- Employment Service Plan 33
- Pre-Employment Training 34
- Skill/Vocational Training 36
- Job Development 38
- Job Placement 43
- Support Services/Crisis Management 47

SUMMARY 49

APPENDICES 51

BIBLIOGRAPHY 65

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Historical Perspective

Crime in the United States has increased to alarming proportions. Crime is no longer an issue that can be ignored, but a front door problem that demands realistic solutions. A recent Northwestern University study done for the National Institute of Justice states that since 1948, virtually every American city has experienced a four-fold increase in crime. In cities of 100,000 - 250,000 population, violent crime rates rose from an average of 1.0 per 1000 population in 1948 to 6.6 per 1000 in 1978, whole property crime rose from 16.3 per 1000 in 1948 to 70 per 1000.

The cost of crime rises each year. Businesses lose billions of dollars annually as a result of crime; many more billions are spent annually in criminal justice activities. The Bureau of Justice Statistics reports that the total expenditures for criminal justice activities in 1979 exceeded 26 billion dollars.

An ever greater concern is the human cost of rising crime. According to a 1982 Gallop Poll, a majority of American people are afraid to go out alone after dark because of crime in their neighborhoods.

The general population, aroused by the increase in crime, favors confinement and longer sentences for offenders. However, legislative bodies are unlikely to appropriate the funds needed to build new prisons since the cost is astronomical; per bed costs range from $11,000 in Idaho to $55,000 in Arizona to $130,000 in Alaska, for a 1981 national average of $36,250.

In 1981, correctional agencies processed more than 2.65 million offenders at a cost of more than 6 billion dollars. Many of these offenders went to prison. In the fall of 1982, the Bureau of Justice Statistics reported that the inmate population in our federal and state prisons was over 394,000, the highest in history, and projected that before the end of 1984 the prison population will exceed 500,000. In 1970, 10 of every 10,000 Americans were in prison; in 1982, 17 of every 10,000. Since 1979, the prison population has increased by 80,000. This does not include the population in the country's 3,493 jails and 400 juvenile detention centers. Much of this increase is due to new mandatory sentencing, tougher sentencing under old laws, and tougher parole release practices.

Approximately 95 percent of all prison inmates will eventually be released and the majority will return to their communities of origin. Many of these individuals, unable to develop a productive life style, commit new crimes and eventually return to prison.

Because of the severe overcrowding in our federal, state, and local correctional facilities, the high cost of imprisonment, and the

belief that prisons do not rehabilitate, attention is being given to the development of alternatives to incarceration for non-violent offenders.

Among these alternative programs are pretrial release, court diversion, and restitution, as well as the more traditional rehabilitative services. All of these programs assume a relationship between unemployment and crime. Consequently, all of them emphasize the importance of ex-offenders obtaining, and keeping a job. Employment provides not only a necessary means of financial support for ex-offenders and their dependents, but also functions as a vehicle for improved self-esteem and personal dignity -- values integral to the rehabilitation process.

Crime and Unemployment

Because the largest percentage of ex-offenders -- about 1,450,000 -- are under the community supervision of a probation or parole officer, training and employment programs should be aimed at these individuals. While United States Supreme Court Chief Justice Burger's suggestion that prisons be transformed into "factories behind walls" has merit, employment and skill training are of much greater benefit to ex-offenders under community supervision. Of the 394,000 persons presently incarcerated, most have been on supervised probation.

Although the updating of vocational training programs inside the institution should receive a high priority, social, political, and economic factors indicate that such reform is a long term process. Employment and training programs for ex-offenders within the community are more cost effective and productive.

In June, 1980, the United States Probation System and the National Alliance of Business joined forces to address the employment and training needs of ex-offenders. This partnership led to the establishment of the Community Alliance Program for Ex-Offenders (CAPE) aimed at coordinating and marshalling the resources available within the community to provide employment assistance to ex-offenders. In order to test this community advocacy approach, three CAPE demonstration sites were established in Philadelphia, Pennsylvania; Portland, Oregon; and San Jose, California. The demonstration phase was originally planned for 3 years, but because of budgetary constraints, the national CAPE effort terminated in June 1982. However, through local interest and financial support, the Portland and San Jose CAPE sites are continuing program operations. This development is testimony to the basic CAPE idea that local funding and control over program planning and operations is sound strategy.

A community advocacy approach represents a real public/private partnership based on the sharing and coordination of existing

community resources. CAPE has demonstrated that coordinated services can be provided at little or no cost if criminal justice agencies, community service organizations and private business work as equal partners in the design and operation of program activities.

Since private business provides over 80 percent of the jobs in our economy, no CAPE project will be successful without the co-leadership, support and involvement of business. There is strong evidence that private sector input results in substantial improvements in program quality. It is our experience that business persons want to participate and will, particularly when they are approached by a coordinated community effort.

This guide is directed to those persons who will serve as the catalyst to involve business, community based organizations, corrections, and other government agencies in planning CAPE programs.

PROGRAM DESCRIPTION

The Need

Recent statistics show that the recidivist, or former offender, commits the most serious crime. The unemployment rate for ex-offenders may be as high as four times the rate for the general population. Therefore, in order to help reduce the rising crime rates, we must address the employment and training needs of the ex-offender.

The ex-offender: The typical ex-offender generally represents a hard core, structurally unemployable person. An ex-offender is frequently unskilled, undereducated, and possesses a poor work history. He lacks basic knowledge or experience in developing good work habits, work ethics, and a sense of personal responsibility. He has low self-esteem and is not motivated to pursue a legitimate career. In addition, he must deal with labels associated with the stigma of a criminal conviction. Lastly, an ex-offender is barred from many different occupations through regulatory and licensing laws.

Within most communities there is no unified, effective local network addressing these problems or needs. CAPE is designed to address the needs of the ex-offender based on the recognition that those needs are extensive.

What Is The CAPE Concept?

CAPE is a network of public service organizations, local criminal justice agencies, and private businesses formed to marshal and coordinate employment and training resources for ex-offenders. It is not an operational program, but rather a concept of utilizing existing resources in a coordinated fashion to promote a comprehensive employment and training delivery system.

CAPE helps local service providers develop a community-wide coordinated service network. With the cutback in available resources, more can be achieved by improving the management and coordination of existing service agencies/organizations than by introducing new ones.

To build a base for CAPE, the organizations sponsoring a CAPE program should utilize resources existing within the local community. Thus, initiative from the local level can come from local correctional or employment agencies, state agencies with local or district offices, and federal agencies such as the U.S. Probation Office; and from the private sector such as the Private Industry Council, the chamber of commerce and other community and business leaders. In this way, a local program should encompass all relevant participants in criminal justice, in employment and training assistance, and private sector employment.

Goal and Objectives

The goal of CAPE is to reduce crime in a local community by providing viable employment and training opportunities for ex-offenders.

The objectives of CAPE are:

- To develop mechanisms for coordination and integration of services between community service agencies and criminal justice agencies.
- To establish and/or maintain quality ex-offender rehabilitation programs from existing resources.
- To actively involve private and public sector employers in training and hiring ex-offenders.

CAPE Leadership Role

Few local programs are able to provide the full range of needed services. As in any type of program development, some person or agency must take the initial leadership role. Since correction agencies are charged to improve the condition of ex-offenders, these agencies are the most likely initiators of CAPE. If not, other organizations such as the Private Industry Council, or civic leaders, could provide that initial leadership.

Key Elements of the CAPE Program

The key elements of a CAPE program are:

- Intake/assessment of client needs and the development of a client employment service plan.
- Employability training, job development and placement.
- Client support services and job maintenance.
- Ongoing evaluation to measure strengths and weaknesses of the program.

Employer Contact

Employers do not wish to deal with more than one outside agency. In many cases, however, hiring an ex-offender may mean providing reports to criminal justice staffs, supervising authorities and employment and training staffs. Should a problem arise with the new employee, the employer needs to know who can best help resolve the problem.

To provide adequate services to the ex-offender and to be responsive to the needs of employers, effective coordination and communication is necessary.

Benefits

Once CAPE is working, it can serve to:

- Reduce costly duplication of services;
- Provide employers with a single contact;
- Enhance the effectiveness of existing services;
- Stimulate development of new ex-offender services;
- Increase the number of ex-offenders served;
- Increase ex-offender employment;
- Improve job retention.

Beginning the Local CAPE Program

The specific organization of a CAPE program will vary in each community. The local organization will depend on the:

- Leadership commitment of the public and private sectors;
- Characteristics of the community's ex-offender population;
- Community demographics;
- Number and types of organizations providing related employment and social services to ex-offenders in the area, and the scope and quality of those services.

A community may already have a variety of services for ex-offenders, including those provided by the criminal justice, health, welfare and other government agencies (federal, state, and local), Private Industry Councils (PIC), community action agencies, public interest groups, and specific ex-offender projects that provide employment and training assistance. In this setting the CAPE role is to formalize and expand cooperative relationships that have already developed informally between these local agencies.

A CAPE program is likely to differ from previous efforts to formalize cooperative relationships, if any, because it:

- Focuses on the development of a working coalition of service agencies;
- Does not seek to replace existing service agencies, and hence does not intrude on anyone's turf;
- Coordinates access to potential employers for ex-offender clients of member agencies;

- Links with both the criminal justice system and the employment and training agencies, and so can position those agencies to provide assistance to clients from time of arrest to time of release.

Because of the inherent advantage of CAPE, most service agencies will be favorably disposed to the program.

Tasks Overview

The significant planning and development tasks up to local program implementation are:

1. Develop support for the CAPE concept in corrections, probation/parole and other relevant public agencies.
2. Secure business participation in the program.
3. Inventory community resources for ex-offender services and perform a needs analysis.
4. Establish an advisory board comprised of leaders of participating agencies, businesses, and other relevant community organizations. Hold meetings at least once a month of the board and general membership.
5. Define the community's concept of CAPE.
6. Develop specific program objectives and a timetable.
7. Select staff and establish program offices.
8. Market CAPE to the business community.

Task No. 1

Secure Agency Participation

To secure agency participation:

- Identify and contact the leaders of all agencies.
- Obtain each agency's specific commitment to CAPE.
- Ask member agency managers to arrange meetings with the leadership of other local service agencies and business groups.

To develop the CAPE base it may be necessary to hold several meetings to explore both the scope of CAPE's concerns and its implications for a cooperating agency's autonomy. A single short meeting is unlikely to resolve all questions about CAPE's feasibility. The goal is to foster cooperative identification with CAPE to begin so as to expand the program's involvement with other community agencies and members of the private sector.

Task No. 2

Build a Base of Business Involvement

Involve business in the initial planning stages of the program to make CAPE more saleable to the business community. The importance of the simultaneous development of public sector and private sector participation cannot be overstated. If this method of coordinated development is not used, the local CAPE program will find itself in the position of having ex-offender clients participating in the delivery system without any means of providing those clients with job openings. The client would then very quickly lose faith in the program, negating any benefits which CAPE may have provided.

Traditionally, serious flaws in the management, structure, public image, and marketing of employment and training programs have prevented the business community from sharing a leadership role. These obstacles must be removed to make possible the creation of a strong public/private partnership based on cooperation and shared decision making. This does not mean that initiative and leadership by correctional and public agencies are any less crucial. It does mean that a more appropriate government role is to avoid the heavily controlled and fragmented approach which has characterized many employment and training programs.

Tailor the program to each local community. We suggest that the following individuals and organizations be approached for business support:

- Business leaders with a special interest in ex-offender issues;
- Private Industry Councils;
- National Alliance of Business regional service offices;
- Chambers of commerce;
- Local business organizations;
- Community volunteer leaders - (individuals active in the United Way, hospital auxiliary, cancer society, etc.)

Ask each public agency to provide the names of companies or individuals involved in ex-offender activities.

Appoint one or two business persons who ideally have experience in working with ex-offenders to serve as business community coordinators. Educate the individuals to the:

- Need for CAPE;

- Importance of business participation in the design stage of the CAPE program;
- Need for a local program;
- Way business can help.

At this stage, secure one or two committed business leaders to participate in the initial planning of the local CAPE. Later, these business representatives may serve on the advisory board.

Task No. 3

Develop a Broad Knowledge of the Community and A Needs Analysis

Develop a list of community agencies that serve ex-offenders. Include information about their management structure, their leadership, and their community supporters. Collect information on businesses such as their job openings and skill needs.

There may be numerous community agencies and organizations that CAPE must contact including:

- city, county, state and federal probation and parole offices
- youth services agency
- state employment service
- vocational rehabilitation agency
- Private Industry Council
- regional NAB office
- chamber of commerce
- other local business organizations
- vocational education agency
- local political leadership (e.g., mayor's office)
- community agencies providing services to ex-offenders.
- federal, state and local judiciary
- district attorney's office
- public defender's office
- sheriff's office
- local police agencies
- central labor body
- community colleges
- National Urban League
- Urban Coalition
- Opportunities Industrialization Center (OIC)
- SER - Jobs for Progress, Inc.
- National Association for Advancement of Colored People (NAACP)
- interdenominational religious body
- veterans counseling program
- offender self-help groups.

Needs Analysis

Gather informaton — including statistical data — to determine to what extent CAPE can serve the community. Probation/parole offices, government service agencies, community based organizations and business organizations can be quite helpful. Basic information needed in the beginning includes:

- o The numbers of ex-offenders under supervision within the community. Current information may be obtained from the federal, state, or local probation/parole offices.
- o The employment needs of ex-offenders
- o The number of ex-offenders presently being served by the local employment and training assistance agencies, and the type of services being provided.
- o The number of ex-offenders needing services and those presently receiving services. A local correctional agency may have access to this information or may assist in obtaining necessary data.
- o The companies, community business leaders, etc., who have actively participated in hiring ex-offenders or other disadvantaged groups. Contact local correctional agencies, the local PIC, or the chamber of commerce for this information.
- o The extent of duplication of services.
- o An understanding of state and local civil service, licensing and employment laws that affect the employment opportunities of ex-offenders.
- o An understanding of ex-offender satisfaction with existing services and agencies.

This needs analysis provides a basis for determining which coordination activities should be undertaken. By obtaining objective indicators of the community's needs, ad hoc or solely political decisionmaking can be avoided. This information can also be used to refute claims that there is no need to expand local services for ex-offenders, or that coordination is not needed. Use the analysis to spot any imbalance in available services for ex-offenders (e.g., only limited job development compared to abundant training). The survey may also discover the reasons for any imbalances found (e.g., differences in client eligibility criteria).

Task No. 4

Establish Local Advisory Board

Develop a local advisory board. Secure commitments from leaders of both public and private sectors to participate on this board.

Board involvement in the initial developmental stages of the program will strengthen the cooperation, commitment and coordination of all participating agencies. A board can perform any or all of the following functions:

- o Serve in an advisory capacity;
- o Provide technical assistance to the coordinator;
- o Provide input into the selection of the coordinator;
- o Develop CAPE policies and guidelines;
- o Assist in strategic planning;
- o Generate interest, advocacy, support, cooperation, and participation in the program;
- o Monitor and evaluate progress.

The board should be composed of community representatives whose cooperation is considered crucial to the success of the CAPE. Members may include:

- o The director or chairman of the Private Industry Council (PIC);
- o The chief of the local U.S. Probation office;
- o The chief executives of local correctional agencies (including probation and parole agencies);
- o Three or more prominent local business executives;
- o City or county elected officials or their representatives;
- o Judiciary leaders;
- o An influential local labor leader;
- o One or two directors of community ex-offender programs;
- o The CAPE program director (ex-officio).

Contact potential advisory board members and request their participation. At the initial meeting of the board:

- Establish the program mission and the role of board members.
- Develop a timetable for reaching a preliminary agreement on the shape and scope of the local CAPE.
- Make specific assignments and set deadlines for additional information or actions.
- Select chairpersons of the CAPE advisory board and committees.
- Schedule the next meeting.

Decide whether to incorporate as a separate legal entity or to remain an informal association. A local CAPE could incorporate as a separate legal entity in order to limit a member agency's or board member's legal liability exposure for any damages that may result from CAPE's activities. While such liability is highly unlikely, failure to incorporate may nonetheless act to deter participation. Incorporation could also serve to solidify the CAPE advisory board. Note that incorporation would require the development of CAPE bylaws that establish the procedural rules. The bylaws would set forth the board's powers and responsibilities, new member procedures, meeting attendance requirements, voting procedures, accountability, and the amendment process.

Periodic Meetings of The Advisory Board and General Membership

Biweekly are suggested initially for the advisory board and monthly meetings for all CAPE members. These meetings serve to keep the CAPE concept alive in the minds of agency and business leaders, keep the members posted on the advisory board's progress, and allow them to comment on the board's progress. Send written summaries of the meetings to all members. Follow the initial organization and planning meetings with a CAPE endorsement meeting. At this meeting, present the advisory board's final recommendations for approval or modification.

Task No. 5

Defining What CAPE Should Be

The elected chairperson can serve as the chair for both the advisory board and the full membership meeting to discuss what CAPE should be. The chairperson can:

- Schedule joint meetings for the leaders of all the interested service agencies and businesses to informally discuss the CAPE concept.
- Present a summary and analysis of information gathered in Tasks 1, 2, and 3 which define both the need for CAPE and preliminary reactions to the concept.

- Secure formal commitments of the relevant service agencies to participate in CAPE.

Define CAPE Role

CAPE can fill many roles by serving as:

- Coordinator/clearinghouse;
- Technical assistance provider;
- Public relations/community education program or resource;
- Provider of one or more direct services;
- Ex-offender referral agency.

Define Client Group

Discuss which ex-offenders to serve. As a control factor, for purposes of the NAB/U.S. Probation demonstration project, only ex-offenders under supervision of a probation or parole officer were allowed to participate. Supervision as a requirement provided greater management control and addressed the legal liability issues, including disclosure problems. Each local program must determine its own client groups. CAPE developers, however, strongly recommend the control factor of supervision be included.

Ex-offender groupings may include demographic and criminal justice characteristics such as:

- Youth, sex, race or ethnic group;
- Pretrial releasees or detainees;
- Probationers, jail releasees, and parolees

Define Services

Determine which services are to be provided to ex-offenders through the CAPE mechanism. It is essential at this point that the members recognize the need to provide comprehensive services.

More than one joint meeting will probably be necessary before consensus can be reached on the form CAPE should take. For example, the full membership meeting might define the perceived obstacles to membership coordination and leave it to the advisory board to find ways to overcome these obstacles.

Some anticipated membership service coordination issues for CAPE are:

- Should there be centralized intake (one intake center or action by agencies)?

- Should it encompass all training services (classroom, OJT, world of work)?
- Which support services should be included?
- Which agencies should provide desired service elements?
- How should job development be coordinated?
- How can CAPE coordinate job placement for agencies that are concerned primarily with job training?
- How can business be involved in planning and operations that will lead to the greatest number of jobs?
- What should client followup with employers include and should this be the responsibility of one agency or all the agencies?

Task No. 6

Develop Specific Program Objectives for Member Agencies

It is essential that member agencies adhere to CAPE by a written memorandum of agreement. The memorandum should first express agreement with the CAPE concept and then specify an intent to participate by making and accepting client referrals. It should include explicit commitments of the agency's resources to CAPE including:

- Funding
- Staff
- Time
- Space
- Equipment
- Supplies

By commiting resources, the CAPE members accept a share of the responsibility for CAPE. Moreover, these commitments will provide a credible and significant foundation to secure additional financial or other forms of necessary support.

The CAPE memorandum of agreement should contain a:

- Short description of CAPE, its history and purpose;
- Statement of local objectives;

- o List of participating agencies (members);
- o Description of specific agency responsibilities and contributions;
- o Description of CAPE activity monitoring and reporting requirements;
- o Tentative schedule for start of CAPE operations.

The chairperson, or designated individual, should prepare a written draft of the memorandum. The draft is distributed to each member for comments and changes before final signature.

To reach agreement on the memorandum, CAPE members (or the interim coordinator) should not depend on large meeting discussions. Meetings with individual agency and business heads should be used to discuss their concerns about CAPE and to synthesize views. Other discussion topics for the meetings include the:

- o Best methods for achieving CAPE goals;
- o Possible problems in gaining CAPE agreement or implementation with all the necessary agencies and with business;
- o Appointment by each member agency of a representative who will ensure CAPE commitments are met.

CAPE objectives should also include agreements on coordinated management. This may include, for example, the development of common management information procedures and forms, and data processing systems for accounting purposes or for tracking clients.

A sample Memorandum of Agreement is in the Appendix.

Task No. 7

Select a Staff Coordinator and Organize Project Offices

Determine if project staff will consist of loaned member agency personnel or loaned business executives or newly hired personnel. A subcommittee of either the Advisory Board or full CAPE agency membership can be established for staff recruitment and selection. The ability of the Coordinator to effectively carry out his/her responsibilities is a most important element affecting the success of the program. Therefore, careful selection of the Coordinator is critical. Suggested qualifications or criteria for a Coordinator are:

- o Experience in community organizing;
- o Interest in helping the ex-offender population;

- o Familiarity with characteristics of ex-offenders and the barriers they face in the labor market;
- o Knowledge or experience with criminal justice system;
- o Ability to motivate and secure cooperation;
- o Negotiation and mediation skills;
- o Good writing and public speaking abilities;
- o Successful leadership history;
- o Knowledge of the community and its social services;
- o Knowledge of the businesses and industry in the area;
- o Creative and organizational abilities;
- o Management, sales and marketing experience.

Decide whether offices should be housed in the offices of a CAPE member agency or elsewhere. When CAPE program offices are part of a member agency's offices, decide whether they are to be donated or to what extent the agency is to be reimbursed for office rent, telephone, duplicating costs, and other expenses. Obtain needed office furniture, telephone, office equipment (e.g., typewriter) and office supplies. Equipment or staff support need not be dedicated solely to CAPE, although this is preferable.

Task No. 8

Market CAPE to the Business Community

Develop a plan for acceptance of CAPE by the entire business community as a viable, necessary program to the health and well-being of the community.

Some suggested methods of marketing CAPE to the business community are:

- o Develop a cadre of business speakers to address civic clubs and professional organizations.
- o Work with leaders of local crime prevention programs such as "Neighborhood Watch" to educate them to the benefit of providing employment and training to the ex-offender in the community as a viable means to lowering crime.
- o Approach major companies to secure commitment and participation from top executives. Offer your program as example of

volunteer community service. Many companies give high consideration to volunteer service when evaluating a person for future promotion.

- Stress that as a community operated program CAPE depends on local resources for survival. With the cutback in federal monies for these types of program, business recognizes the need to provide local support.

- Don't ask for money primarily -- the premise on which CAPE rests is the "coordination of existing resources." Alternative resources to funding may include the:

  - Loan of management staff as speakers, job develpers, and technical assistance;

  - Production of marketing tools such as a brochure, radio spots, and other promotional materials;

  - Company sponsorship of meetings and seminars. This may include facilities for meetings; invitations to business people from company executives; meal costs.

- Encourage employers to provide tours of company facilities for CAPE clients. Benefits would include an orientation to work environment and learning the employer's requirments for hiring. This type of tour could be a part of pre-employment training.

- Coordinate meetings between employers and corrections personnel (federal, state and local) to develop a better understanding of mutual needs and objectives.

CETA and JTPA

The Job Training Partnership Act (JTPA) was passed by Congress in 1982 to replace the Comprehensive Employment and Training Act (CETA). A major emphasis of JTPA is the training and placement of disadvantaged persons including ex-offenders. JTPA financed programs are locally operated under the guidance of a Private Industry Council which must have at least a 51% majority of local business members. With this emphasis on job placement, the CAPE program may find it advantageous to work with their local JTPA program operator which could be the local government, the Private Industry Council or private contractor(s). It is also possible for the CAPE program itself to receive funding to do job development and placement for ex-offenders. The CAPE programs in San Jose, CA and Portland, OR have each received CETA funding to do such work and both include a pre-employment training program as well. They also qualify for JTPA funding which began October 1, 1983.

Coordinator Functions

The distinctive feature of CAPE is its stress on the coordination of existing community services and the involvement of business. The nature of the coordination depends on the services that are available locally, and the interest of the service agencies and business.

The key to the effective coordination of services and the primary function of the CAPE Coordinator is the implementation of the Memorandum of Agreement signed by the CAPE member agencies and the building of personal bridges between the involved organizations, including business.

The CAPE Coordinator should:

- Meet with top agency officials, to coordinate the implementation schedule, work out problems, and to obtain the funds, staff facilities, services, etc., described in the Memorandum of Agreement. These initial coordination contacts are extremely important.

- Provide staff support assistance to the advisory board to coordinate meetings, gather information, etc.

- Set up a Job Development Record System. Make sure that employers do not need to deal with a number of agency representatives who are trying to locate job openings. Employers would much rather deal with one person or agency. Pool job referrals for everyone's benefit. Businesses can be divided in a number of ways for contact such as by types of business or location.

  Step 1: Develop a master list of employer contacts among member agencies.

  Step 2: Allocate the responsibility for employer contacts. Specify how job development information will be shared in accordance with the CAPE Memorandum of Agreement.

  Step 3: Establish a job placement record system which includes:

  - Employer contacts and referral source of the contact;
  - Job orders and source of the job order;
  - Distribution of referrals;
  - Employer follow-up.

- Implement a monthly reporting system for the CAPE Coordinator so as to keep all participating agencies advised. Also, implement an agency reporting system to the Coordinator to include:

  - A statistical summary of new participants including referral sources;

  - A summary of participant terminations by type of termination. Terminations in employment and training programs under CETA and now JTPA are generally classified as "positive" and "non-positive", e.g., graduated, promoted, or dropout, fired. The summary should include the characteristics of the participants terminated.

  - A summary of participant carryovers; and

  - An activities report (for example, participant recruitment, public education, job development, etc.).

General Marketing of CAPE

Positive publicity is important to the success of CAPE. It will help find jobs, recruit new agency members, reduce employment barriers, and aid participant recruitment. To design a marketing plan, first recruit the CAPE board and member agencies to provide support in the marketing effort. Involve them in the design of the plan. Then, design the marketing plan consisting of:

- An identification of the product (activity or concept) to be marketed;

- An identification of audiences and a method of approach to those audiences;

- An assignment of marketing responsibilities to various persons or agencies; and

- A timetable for marketing activities.

Consider the following types of publicity or marketing media:

- Press releases

- Newsletter

- Employer conferences

- Service agency (nonmember) conferences

- Institutional (jail, prison) visits

- o CAPE posters, leaflets, and other printed pieces
- o Public speaking
- o Public service advertising (radio, television and print media)

Recruit business support aggressively as well as new agency memberships. The Coordinator must diligently follow up direct public relation responses and agency referrals.

Monitor CAPE Agencies' Activities

Each participating agency must be informed about the activities of CAPE. This can be accomplished only partially by scheduled meetings and newsletters. It is most important that the Coordinator be informed about all activities and thus be able to assist all members. This knowledge comes most easily and reliably through monitoring the member agencies' activities. This is a support function to assist the exchange of information, coordinate activities and services and generally help the program run efficiently.

Use the CAPE participant tracking system to ensure that participant development plans are being followed, participant services are provided in a timely fashion, service referrals are completed, jobs are being developed, and employer and participant followups are accomplished.

Visit CAPE agency programs on a weekly or biweekly basis to discuss their service or coordination problems. Where problems are discovered by the Coordinator, the party at the agency who signed the Memorandum of Agreement should be notified (unless the Memorandum of Agreement specifies another person). Meet to discuss how to solve the problem. If meetings do not resolve the issue, the Coordinator should report the issue to the CAPE board.

Participant Record Tracking

To ensure the effective coordination and delivery of services, it is essential to individually track participants to ensure that they receive those services when moving from one agency to another.

There are two basic approaches to tracking: In the first, a participant coordinator is assigned the responsibility for tracking. The participant coordinator may be the agency that developed the participant's employment service plan, the CAPE coordinator, or the agency that is to provide job placement assistance. Participant "change of status" forms should be provided for each agency's use as participants graduate or otherwise leave programs. Copies of these forms must be provided promptly to the participant coordinator and the referring correctional agency.

In the second approach, each agency follows specific procedures to ensure that participants move successfully from one agency to

another. The referring correctional agency notifies the receiving agency that it is referring a participant. Where possible, a specific appointment (date and time) is made for the participant. The receiving agency also contacts the participant directly for confirmation. The receiving agency notifies the referral agency whether the participant kept the appointment or if a new appointment has been made.

To coordinate efficient centralized participant tracking, the CAPE Coordinator should keep the following records for each participant:

- Intake form
- Status change form
- Assessment record form
- Employment Service Plan
- Job placement record
- Participant follow-up form
- Support service referral form
- Program attendance record form

By pre-agreement, one of the agencies provides follow-up when a participant does not keep an appointment. The reasons for non-appearance are established and a new appointment is made if appropriate.

If the CAPE coordinator is not responsible for direct participant tracking, the coordinator should periodically check to see that the system is working. One technique is to use spot checks to gauge the effectiveness of the tracking system.

Components Overview

While the CAPE concept of coordination does not require that participant services be provided directly by CAPE, some services may need to be developed if they are not otherwise available.

The coordinator should use this chapter as a guide to determine those basic services necessary to help ex-offenders obtain meaningful and suitable employment.* The extent to which each of these services is provided and the methods of providing the services can vary considerably. The local CAPE coordinator and advisory board determine the appropriate emphasis for each service component and the preferred methods of providing the service. In reaching such decisions, consider factors such as:

- o qualification and capability of CAPE staff;
- o pre-existing services that will become a part of CAPE;
- o financial resources of CAPE;
- o local philosophy of the advisory board regarding essential services;
- o services needed that are not currently part of CAPE or that do not exist in the area;
- o types of participants to be served by CAPE (incarcerated or post-incarcerated);
- o possibility of forming a task force from correctional agencies to provide services not available in the community.

The coordinator can also use this chapter as a guide to assess the quality of the services provided for ex-offenders in the community. The chapter does not seek to promote a particular method, mix of services, or a particular course of action as the "best" or preferred approach. Rather, it serves as a guide to the range of services that can be provided to ex-offenders who need transitional employment help.

*Characteristics of "meaningful and suitable" employment include: meets minimum pay standards; is not subsidized; meets health standards; commuting does not exceed 2 hours per day; the job does not violate equal employment opportunity laws; has work hours customary for local area and occupation; and does not result from a strike or labor dispute. Job should be permanent and enable the person to become self-sufficient.

Basic Components

A comprehensive service delivery system for employment and training services for ex-offenders includes:

- o Outreach
- o Intake
- o Orientation
- o Assessment
- o Development of Employment Service Plan
- o Pre-employment training/counseling
- o Training
  - Basic education
  - Skills training (classroom)
  - On-the-job training
  - Apprenticeship
- o Job development/job search assistance
- o Job placement
- o Followup
- o Supportive services/crisis management

Guidelines and implementation options for each of these services are discussed in the sections that follow. The services do not have to be provided in any precise order. Many of them, including outreach, job development, and crisis management, are ongoing services which should be provided on a continuing basis.

Outreach

Outreach is a process used to identify, recruit and inform potential participants. Coordinated services in outreach activities are most important.

Participant outreach involves an intensive public relations program. Develop outreach with those people who can refer participants to CAPE. Personal meetings with individuals and small group discussions should be held with agency staffs and others including:

- o Court personnel/counselors such as bail agency staff and diversion program staff
- o Pre-release counselors in correctional institutions

- Administrators of jails and prisons
- Probation officers
- Parole officers
- Employment Service counselors
- Welfare agency counselors
- Vocational rehabilitation counselors

Distribute pamphlets and other materials that explain how businesses, agencies and institutions can benefit by participating in CAPE.

Develop outreach to the community-at-large. Keep the public and the local business community informed about the purpose and performance of CAPE. Increased public awareness can help recruit ex-offenders who may not have been identified by agency staff. Outreach to the community at large can be accomplished by means of:

- Open houses and guided tours at CAPE member facilities
- Newsletters
- Press releases to local news media
- Public service announcements on local TV and radio stations
- Conferences on special issues related to the employment of ex-offenders
- Job fairs

Develop outreach activity addressed to prospective participants. Participants can be reached by:

- Periodic personal visits to federal, state, and local correctional institutions for pre-release discussions of CAPE with inmates
- Discussions with ex-offenders in pre-release programs, diversion programs, community residential programs and facilities.
- Production and distribution of pamphlets and brochures addressed to offenders explaining CAPE and providing CAPE's address, phone number, operating hours, and the name of a

person to contact. This is vital to the program's acceptance and support.

Have the Advisory Board members and staff of all participating agencies assist in CAPE's outreach efforts. Agencies can assign a staff person at each location to be primarily responsible for CAPE outreach. Include a statement of each agency's commitment to outreach in the Memorandum of Agreement.

Although the types of outreach activitites that are undertaken will depend on the local character of CAPE, there are two cautions: (1) do not select ex-offenders who are not yet readily employable (for example, those who have serious drug, alcohol or other problems); and (2) be sure your outreach efforts are balanced, i.e., do not have a backlog of potential participants, and no services or jobs available for them.

Intake

Intake is the process of determining an ex-offender's eligibility, appropriateness and desire for CAPE service. The number of ex-offenders that can be served will depend mainly on the availability of resources and special requirements that ex-offenders must meet to participate in the program. Thus, a prescreening of ex-offenders must be done by the referring member agencies before they are sent to CAPE. All referring agencies must be familiar with the participant eligibility guidelines for CAPE.

During the intake process the participant is asked to provide basic background information on a standard form including:

- Name and social security number
- Address of residence
- Telephone number
- Demographic characteristics such as sex and age
- Family background such as marital status, dependents
- Name and location of closest relative
- Educational background
- Work background
- Criminal history (a release form may have to be signed by the participant in order to obtain verification from criminal records)

- Income history
- Other services being received
- Immediate needs such as housing, food, clothes
- The name of the parole or probation officer, the agency and the referring official

Experience indicates that the most successful participants are those referred by corrections agencies. This seems to be because the participants are usually under supervision which facilitates continuing contacts. The information on the participant is also more reliable and verifiable. Therefore, it is recommended that participants be referred to CAPE by corrections agencies or the courts rather than using a walk-in or other type of intake system.

Ex-offenders referred by a corrections agency must have a referral form with them with much of the information listed above in it. For all participants, the most pertinent data must be verified (including income, residence, criminal history, and current status of participant). Data can be verified either by telephoning or writing. The participant's information should then be analyzed to determine eligibility for the program.

Participant Orientation

After a participant is found eligible, an initial orientation to CAPE can be provided by:

- Narrated slide or video tape presentation
- Informal one-to-one discussions
- Literature

The initial orientation should take place immediately after intake and selection and include:

- CAPE operations (hours, telephone numbers, services, staff responsibilities)
- CAPE program expectations and policies
- Participant expectations
- Participants rights and responsibilities (attendance, promptness, honesty, follow up)
- Alternatives to CAPE

Following the orientation, the participant and a staff member should sign a form indicating that the participant has been informed of and understands CAPE policies, and is willing to abide by them.

In addition, release forms, waiver forms, and other contracts and service provision forms considered necessary by the local CAPE should be explained to the participant and signed at this time.

Note: CAPE will probably not be able to serve all ex-offenders in a community. Those whom CAPE cannot serve in a timely manner or who are not eligible, should be referred to other appropriate services in the community. The agency to which the participant is referred should be informed. The reason for the referral should be thoroughly explained to the participant so that the participant understands that he or she is not being ignored. Of course, it is hoped that the system will work so that no person is referred who cannot be served.

Assessment

Assess the ex-offenders to determine what kind of help they need in order to become "job ready" -- meaning readily employable in suitable, meaningful employment. This process can vary from a rather subjective evaluation based on one short interview, to a 1 or 2 week process involving a number of interviews, tests, and exercises. The emphasis placed on this service depends on the available resources and the emphasis of the local CAPE program.

Assign a CAPE counselor to each ex-offender for the duration of the program. In assessing the participant's employability, the counselor can use a variety of sources and techniques including:

- Standardized evaluation of the participant's responses during personal interviews with the counselor;
- Referral to state rehabilitation office;
- Review of information obtained during the intake interview or received from the referral agency;
- Informal analysis of the participant's background interests based on the intake interview, personal interviews with the participant, and information supplied by the referral agency or prior contacts including staff of previous programs, previous employers, teachers, instructors and counselors;
- Tests to determine participant's motivation, work attitudes, capabilities, interests, educational and skill level. Some examples of tests that can be used are:

- The General Aptitude Test Battery (GATB)
- The Singer Graflex Evaluation System
- California Occupational Preference System
- Wide Range Achievement Test
- Adult Basic Learning Examination

Information regarding these tests should be available from the local department of rehabilitation or the state employment service.

Participant Characteristics

The participant characteristics and attributes that need to be examined in order to determine employability or job readiness include:

- Emergency or immediate survival needs such as pocket money, food, transportation, clothing, etc.
- Educational level, especially level of literacy and math
- Vocational experience, skills and work aptitudes
- Degree of motivation and general participant attitude
- Knowledge of the "world of work," work habits and work limitations (disabilities)
- History of drug and alcohol abuse
- Career expectations and interest (or fears)
- Criminal history
- Mental and physical health history
- Work habits and behavior
- Existing personal support network (i.e., family, friends)
- Ongoing supportive needs such as child care, legal aid, health care

Employment Service Plan

Once the participant's current status, immediate needs, and future aspirations are identified (along with any factors that may seriously limit the ex-offender's ability to obtain and retain employment), an Employment Service Plan (ESP) should be developed. First, the ex-offender's immediate or emergency needs, if any, should be determined. Then the CAPE staff and the ex-offender together develop a written plan for participation in and receipt of CAPE

services. Make sure the ex-offender is aware of the various options and choices available for each of the services. For example, an ex-offender who has little work experience or knowledge of the "world of work" and who also lacks a high school diploma, but who needs an immediate source of income, may be able to select from a number of options:

- o A part-time unskilled job while getting GED training
- o An on-the-job training or a "work experience" position during the day while in GED training and/or job readiness training at night
- o A job readiness program and participation in GED training with pay while in one or both training courses
- o No immediate GED training but job readiness training and a job

The advantages and disadvantages of each option and the participant's corresponding responsibility should be explained. The participant together with the CAPE staff, should decide on the most appropriate and realistic Employment Service Plan. During the development of the ESP, the CAPE staff should check with the appropriate agencies and staff to make sure that the services will be available for the participant when needed. (The plan may, of course, change as it is implemented.) Advice, may also be obtained from the parole or probation officer and from the staff providing supportive services.

Clients who actively participate in the planning process will be more likely to understand why certain services are being provided and others are not. When ex-offenders plan their own programs, they are more likely to complete the program successfully. The ESP should be completed in written form and signed by the participant and CAPE staff to signify a full understanding.

A sample Client Intake/Assessment/Employment Service Plan is in the Appendix.

Pre-Employment Training

Pre-employment training consists of training and counseling in a variety of areas to prepare an ex-offender to find and retain employment. It can encompass labor market, world of work, and job search orientation, job readiness training, supported work experiences, vocational exploration, and career planning or preparation. Pre-employment training provides offenders with the knowledge, techniques, and strategies they need to overcome common problems connected with the job search, placement and retention.

Pre-employment training teaches:

- Recognition of general labor market opportunity
- Development of a resume and the completion of sample job applications
- Knowledge of job sources and how to use them, including such sources as:
  - State Employment Service, Private Industry Council, community based organizations
  - Friends and relatives
  - Employment agencies
  - Professional associations and unions
  - Social groups
  - Newspapers
  - Employers visits
- Effectiveness in job interviews
- Overcoming the barriers associated with "offender status" and responses to questions about a criminal record
- Motivational counseling and positive image building for ex-offenders that stress assets
- Getting along with co-workers and supervisors and taking directions
- Proper work habits
- Good communication skills
- Realistic participant and employer expectations regarding work and career planning
- Legal rights of ex-offenders in the labor market (e.g., wages, insurance, and discrimination).

Pre-employment training services can be provided as a separate component of CAPE or they can be provided along with other

activities, such as orientation, assessment, job development, or job placement. Pre-employment training can be provided in a short 3 to 4 hour session, or during a more comprehensive 2 or 3 week period broken into segments or, where job experiences are involved, up to several months. To determine the type and intensity of pre-employment training, consider (1) the ex-offender's need for immediate income and employment, and (2) a participant's need for this orientation.

Pre-employment training techniques take a variety of forms. Used alone or in combination, these techniques include:

- Small, short lecture sessions repeated at regular intervals
- Work exercises for participants
- Guest speakers such as ex-offenders, employers, successful past participants
- Video tapes of job interview and job search techniques
- Role playing in interview and employment situations to reinforce information conveyed to participants
- Job coaching and immediate feedback by individual counselors
- Peer group support and feedback
- Vocational exploration -- short-term opportunity to work at different types of jobs or simulated job experiences.
- Supported work and work experience -- employment for 2 to 6 months at entry level, unskilled or semiskilled work, within private or public sectors to teach participants good work habits and other aspects of "the world of work." (Close counseling, supervision and feedback are provided to the participants, program staff and employers during this period.)

Virtually all ex-offenders referred to CAPE, regardless of their employment background and skill level, benefit from pre-employment training and counseling. It is important that training stress that the ex-offender ultimately should have the self-confidence, motivation and ability to function in the labor market without external support.

Skill/Vocational Training

Skill, or vocational training, refers to any formal classroom training that ex-offenders may need in order to become competitive in the labor market, i.e., to obtain and retain a suitable job

and meet minimum job qualifications. This training will vary substantially depending on the job, the employer, the demand for the job, and the education, work histories, and preferences of the ex-offender.

Since most ex-offenders (especially those recently released from a correctional facility or program) will be in immediate need of income and employment, vocational classroom training will often not be appropriate. However, this will not be the case when the ex-offender (1) agrees to enter a formal training course during non-work hours or (2) the ex-offender is placed in a training program with an income to support the participant during training, or (3) the ex-offender has other legitimate means of support while in training such as veteran's education benefits.

Usually, educational experiences will have to be arranged through an organization other than a CAPE participating agency, preferably an accredited program or institution. This will enhance the credentials of the ex-offender and ease the transition to work. The entrance requirements for an accredited program may be higher and harder for an ex-offender to meet than those of a non-accredited program. Since different eligibility requirements may have to be met by the ex-offender, CAPE staff should be fully aware of all such requirements. Try to have the training facilities or educational institutions used by CAPE become member agencies.

When entrance into a skills training program is delayed, alternatives include pre-employment training, work experience, or temporary unskilled work situations. Emergency financial assistance may also be needed. The participant must be given precise information when training is to begin and how this will be confirmed.

Vocational Training Resources

A variety of vocational training or referral sources exist, such as:

- The local Private Industry Council and publicly funded employment and training agencies.
- Vocational education programs (public and private)
- Local unions (through apprenticeship programs)
- Local high school adult education programs
- Community colleges
- Individual employers
- State Rehabilitation Office or Employment Service

The type of training provided by and the amount of financial support available from each organization should be specifically identified by the local CAPE coordinator.

Job Development

Job development is a process for obtaining commitments from employers to hire CAPE participants for specific jobs. Job development and job placement (next section) should always be primary components of CAPE. The jobs can be in classifications or categories previously established by the potential employer, or in new positions created especially for CAPE participants. Most importantly, the job should be meaningful, and generate enough income to enable CAPE participants to be economically self-sufficient. Preferably, the job should have promotional or career advancement potential. These goals, however, are not always attainable, especially if the participant needs an immediate job for income or as a condition for release.

Job development can be implemented by (1) contacting employers in general about CAPE participants or (2) with the immediate goal of placing participants with known skills and abilities. Both approaches have proven successful. It is vital to the success of CAPE to leave employers with good first impressions and experiences. Success in job development means referring and successfully placing a participant in a job as soon as possible after the employer agrees to consider CAPE participants.

Initially, conduct job development activities with particular participants in mind. After establishing CAPE's credibility, job development can be carried out with a more general knowledge of participants' skills and abilities. As CAPE gains credibility with local employers, groups of positions, or "block job orders" can be developed, but only as appropriate to meet CAPE participants' expectations, skills and backgrounds, and the employers' standards.

Another option is to make use of organizations which have had success in obtaining jobs for other disadvantaged groups. However, be sure that these organizations are sufficiently familiar with the unique problems of ex-offenders.

CAPE job development activities should be closely coordinated with the job development actitivies of other agencies such as community based organizations, Employment Service, and others. Employers will be less receptive to CAPE if they have already been visited by a number of job developers from different agencies.

In the coordination of job development activities, emphasize strategies that:

- Establish a job development clearinghouse which represents all agencies serving ex-offenders

- Prescribe coordination procedures with each agency in the memorandum of agreement.

- Share job openings among agencies

- Refer all CAPE participants to a designated ex-offender job development specialist in another agency

- Try to arrange for a portion of an appropriate employer's open positions for CAPE participants

Job development should be provided only for those CAPE participants who are "job ready", motivated, and knowledgeable about the world of work; have received some pre-employment training; and are not in need of any medical or supportive services that would prevent them from working.

Not every unemployed ex-offender is capable of maintaining employment. An unemployed ex-offender may be incapable of maintaining employment if he simultaneously experiences problems such as severe physical disability, drug abuse, alcoholism, emotional instability, and so on. Furthermore, in situations where the ex-offender is uneducated, unskilled, or unmotivated, unemployment may actually be masking more severe underlying problems. Frequently other problems must be resolved before placement is possible. Otherwise, job placement becomes an activity which is self-defeating for the ex-offender and reinforces negative sentiment on the part of dissatisfied employers toward the hiring of all ex-offenders.

Developing jobs involves a lot of preliminary work before a job opening is actually identified. To identify employers with job openings that are appropriate and suitable for CAPE participants:

- Use Private Industry Council (PIC) members as contact points for potential employers

- Coordinate with the Employment Service and gain access to its job bank

- Use other established job development files from cooperating agencies

- Coordinate with other employment and training agencies and gain access to OJT opportunities and job development information.

- Contact the Chamber of Commerce, NAB and other local business and professional organizations
- Contact local union and business representatives
- Use the phone book, newspaper classified ads, friends, relatives, past participants, etc., for job leads.
- Contact employers directly to establish and maintain a good CAPE-employer relationship: establish all initial employer relationships with the person who decides overall personnel policies. In many cases this person will not be the personnel manager, but an owner, director, division manager or other line manager.

Make the initial contact with prospective employers in person. Be sure to:

- Bring descriptive materials to leave. A calling card is a must.
- Explain CAPE precisely. Be honest and open. Emphasize the advantages of hiring through CAPE. Be ready to discuss statistical data such as the costs to everyone regarding the ex-offender problem.
- Inquire about employer's company. What kinds of jobs are there? Know something about the company before visiting.
- Invite the employer to visit CAPE. Afford him the oportunity to see firsthand what CAPE is all about.
- Level with the employer concerning your prospective referrals. Assure the employer that his/her particular concerns will be protected through the screening of potential referrals and that you will not misrepresent or withhold any information essential to the position.

Employer Information Needed

Develop and update a company profile form about potential CAPE employers. The information needed includes facts on the:

- Type of business. Do they provide a service; manufacture a product, etc?
- Kinds of jobs and skills required?
- Size of the business. How many are employed by the company? What are the departments that comprise the business?
- Company stability. Have there been any recent layoffs or cutbacks? Are any expected?

- Restrictions on hiring employees with criminal records?

- Company's history of ex-offender employment? How many ex-offenders were hired and were they successful employees? Attempt to determine the company's attitude about hiring ex-offenders.

- Management structure. Essentially, what is the basic organizational chart relevant to CAPE needs for the company or branch that would be hiring? Who does the hiring -- the foreman, personnel officer, company president?

- Wages and benefits. Does previous experience influence starting salary? What is the base wage and how are salary increases determined? Are wages earned on piece-work or flat rate? What are the rates for overtime work? Does the company have health benefits, vacation benefits, sick leave, or other fringe benefits?

- Operational information. What are the working hours, more than one shift, lunch breaks, days of operation (weekends, holidays required).

- Union or nonunion? If union, what are membership requirements, e.g., must be a member to work, must join within 60 days, etc.

- Location. If inaccessible by public transportation, are other transportation facilities available. Are there car pools?

- On-the-job-training. What types and for how long? Who pays?

- Working conditions. Particular dress or safety equipment required? What is the general working environment?

- Tools, uniforms, equipment. Does the employer provide them?

- Management attitudes. What are the levels of responsibility?

- Upward mobility. Are there opportunities for promotion? If so, on what basis?

- Particular employer concerns. Note any concerns or hiring restrictions the company may have so only qualified participants are referred for jobs.

Involving the Employer

Inform the employer of the advantages of hiring ex-offenders who are participating in CAPE. Instead of selling the individual, sell

the idea of employing ex-offenders and the concept of CAPE. Some elements that can help sell the CAPE program are:

1. Emergency Assistance: For most ex-offenders, the transition period between release and the first pay check is a difficult period. At this point, many ex-offenders resort to criminal activities for self support. CAPE attempts to provide for temporary room and board, clothing and other support to ease the pressure on limited money resources.

2. Job Readiness: Participants are given pre-employment orientation which prepares them with job finding and job retention skills. Participants are encouraged to become involved in all employment assistance programs.

3. Counseling: Needs assessment and help, together with corresponding support in decisionmaking and emotional and social support, are available continuously or as needed.

4. Screening: Program staff assess and screen each participant in order to refer him or her to suitable jobs.

5. Transportation: If necessary, the project will provide the participant with transportation to and from the place of employment on an emergency basis.

6. Bonding: The project can refer participants to the U.S. Department of Labor Bonding Program located in each State Employment Service office to secure bonds up to $10,000 when necessary.

7. Targeted Jobs Tax Credit: Employers can receive a tax credit when they hire an ex-offender who is economically disadvantaged.

8. Tools and Special Work Clothes: A referral may be made, in some state, to the state rehabilitation office for special tools and clothing when required by an employer as an employment prerequisite.

9. Follow-up: To maintain good employer relationships, CAPE will continue regular contacts and meetings with the employer and will follow-up on all participants to make sure that personal problems are minimized. If problems arise, CAPE staff will attempt to remedy them.

After the initial commitment is made by an employer to hire CAPE participants, qualified participants should be referred as soon as

possible. Because first impressions are so important, every effort should be made to send as a first candidate, a participant who will succeed.

Educating and recruiting employers requires an effective educational effort and a thorough public relations campaign. Job developers should participate in a variety of community forums and use other methods of contact such as:

- o Speaking at professional associations and local business groups
- o Being a guest on local public affairs TV and radio shows
- o Organizing job fairs and open houses for the business community
- o Publishing a newsletter that discusses successful employment experiences of ex-offenders

Job Placement

Job placement is the process that successfully matches a CAPE participant with an appropriate job opening. Job placement activities succeed when ex-offenders are hired in permanent, nonseasonal, full-time jobs at wages which meet the basic income requirements of the participants. The participant's skills, abilities, limitations and employment goals identified during assessment, should be matched with the job requirements as closely as possible. It important to consider the nature of the work in relation to the participant's past criminal history. Where a direct relationship exists -- for example, a former drug abuser working in a job where there is access to drugs -- it may be advisable that the participant not be referred to the job.

Screen and refer participants carefully. It is possible that the job placement staff, or organization, could be held legally liable if a participant subsequently engages in some type of employment-related crime, unless there has been full disclosure of the participant's criminal history to the employer. Generally, responsibility for legal disclosure rests with the referring correctional agency.

A number of strategies can be used in referring and placing participants:

1. Self placement (or job search assistance): The program provides resources and assistance to participants in their search for a job, but does not actually refer or place participants in specific positions. (See pre-employment training).

2. Individualized program placement: The program staff matches individual participant characteristics with job requirements and

then calls the employer and participant for a job interview. Placement staff should not accompany the participant to the interview — although in exceptional instances this may be done as when transportation is provided on an emergency basis.

3. Group placement: The program staff refers a group of participants to an employer who has a group of jobs available. In placing participants as a group, the placement staff should, when possible, attempt to match the characteristics of individual participants.

Referral Process

After an appropriate job match is made, be certain that:

- o The participant understands the requirements of the job.
- o The participant is job-ready and not in need of any emergency services that would inhibit ability to work.
- o The participant is familiar with the company and the job including information about the type of company, working conditions and salary
- o The employer knows about the prospective referral. Never misrepresent or hide anything basic to the job opening.

Prepare the Participant

A participant must be fully prepared for an interview. In addition to providing the participant with a thorough knowledge of the company, the job, and any testing or other special requirements, cover these steps as necessary:

- o Assure promptness — provide wakeup service for the participant; estimate transportation time to interview site.
- o Assure neatness — provide suitable clothing to the participant and advise on proper grooming.
- o Arrange necessary transportation — provide bus tickets, or drive the participant to the interview.
- o Motivate the participant — provide additional support and encouragement.

Disclosure

An important issue in the job interview is the disclosure of the details regarding the participant's criminal history. Many programs suggest that the disclosure of this information be made by the participant. However, at a minimum it is important to tell the employer:

- That the participant is an ex-offender;
- The general nature of the offense (to avoid being placed in a job related to the offense); and
- That the referring correctional agency may be contacted for additional information.

Follow-up Services

By providing extensive follow-up services, you will gain credibility for CAPE, attain a higher number of placements, longer periods of job retention and lower rates of recidivism. Follow-up services are conducted to:

1. Collect information on the post-placement status of participants for program monitoring and evaluation.
2. Identify and resolve any participant problems (or meet participant needs) and thereby increase job retention.
3. Identify and resolve employers' problems with participants in order to assure their continued use of CAPE services and to increase the job retention of the participants.

Follow-up services should include mechanisms for trouble-shooting and continued reinforcement of the employer and the participant. Begin follow-up services once the participant is not in daily contact with CAPE staff, either because he or she is in training, or looking for work, or is employed. The following schedule for follow-up is suggested:

- Participant contacts: prior to placement once a week; after placement, once a week for 1 month; once a month for next 3 months; quarterly for next 6 to 12 months.
- Employer contacts: once a month for one year; quarterly in the second year, if possible.

If the participant becomes unemployed during this time, follow-up contacts should be increased and additional assistance in locating another job should be given.

Follow-up with employers and participants can be carried out by:

- Mail - send out preaddressed, stamped or business reply envelopes with simple questionnaires.
- Telephone - call the employers and participants.

- Interviews - person-to-person visits with employers and participants.

Personal visits with employers should be conducted when a severe problem occurs between the employer and the participant, and occasionally, for further job development purposes to maintain relationships. Telephone contacts with employers should be maintained at a minimum of once a month. Additional follow up contacts may also be initiated by the participant or employer when problems arise, or when supportive or emergency services are needed.

Document and file at least the following information on all follow-up contacts with participants and employers:

- From participants:
  - Date
  - Employment status including job description
  - Place of residence and phone number
  - Problems and need for service
- From employers:
  - Date
  - Participant's employment status (job, salary)
  - Rating of participant's peformance
  - Promotional possibilities for participant
  - Problems with participant
  - Need for services
  - Other job openings

Follow-up supportive services that can be offered include:

- For participants:
  - An emergency hot line
  - Regular peer group discussions or counseling sessions (weekly or monthly)
  - Additional placement assistance
  - Assistance in obtaining additional training or education
  - Assistance in obtaining any needed emergency or other supportive services (discussed in detail in the next section)

For employers:

- Education and awareness sessions for supervisors and employers on communicating and interacting with ex-offenders

- o Counseling, intervention and problem solving between employer and participant
- o Assistance in motivating and encouraging participants

Often during the follow-up phase, participants will seek to disassociate themselves from CAPE in order to shed their ex-offender identity, thus making it difficult to contact them. If they cannot be contacted personally after a reasonable time period, or after three or four attempts, contact the referring correctional agency or other people including friends, relatives, employer and co-workers. If there still is no success, or if he or she has been reincarcerated, the participant should be dropped from the follow-up process. However, for evaluation purposes, it is important to contact the participant once to try to determine what may have led to the program's failure.

Support Services/ Crisis Management

Most ex-offenders recently released from an institution are in immediate need of a number of services to help them make their first adjustments to life on their own, outside the institution. These services are usually needed on an emergency or short term basis until the ex-offender is settled and has a steady income. Before an ex-offender is able to obtain a job, the following personal needs should be satisfied:

- o Housing
- o Transportation
- o Food
- o Clothing
- o Money
- o Other assistance such as a drivers license and social security card

In addition to immediate needs, many ex-offenders require on-going supportive services. These services are usually provided over a longer period of time and are considered necessary to enable the participant to become fully self-sufficient and employable. They include:

- o Medical care
- o Dental care
- o Eye examination and glasses
- o Tools for work or training
- o Family counseling
- o Child care
- o Food stamps and welfare assistance
- o Drug and alcohol rehabilitation or counseling
- o Transportation
- o Legal assistance such as removal of outstanding warrants

- o Counseling for mental or emotional disorders
- o Organized leisure activity
- o Money management

These emergency and on-going needs can become apparent at any time. All CAPE staff and member agencies should have the ability to identify them promptly.

If the services are provided by other community based agencies or public organizations, make specific arrangements with the appropriate agencies before CAPE participants are referred for services. These arrangements may include:

- o Coordination within the local advisory board and participation through the Memorandum of Agreement

- o Development of separate arrangements with appropriate agencies

- o Purchase-of-service agreements with appropriate agencies

- o Direct referral to the appropriate agency

If direct referrals are used, CAPE should contact the agency first to see whether services are readily available, get the name of the person the participant should see, and make arrangements for the participant to get to the agency. After the referral, call the referral agencies to assure that the participant arrived and was served. To facilitate this referral process:

- o Establish a referral relationship with the appropriate agencies during the development stages of CAPE.

- o Locate or develop a resource manual of all agencies providing social services that specifies the scope of services, participant eligibility requirements, location, operating hours, a contact person and phone number.

Critical to the success of CAPE is the availabiilty of emergency and supportive services to CAPE participants, even after they have left the formal program.

SUMMARY

The paralyzing effect of crime on our society is becoming greater each day. This guide was developed to illustrate one approach a community can make to address crime within its local area. Such solutions are needed to address the ever-increasing rate of crime and the ever-increasing financial and social costs which accompany crime. By providing ex-offenders with a realistic alternative to committing crime as a means of support, we hope communities can make a positive impact in the area of crime reduction.

This guide provides technical assistance for correctional leaders and those involved with employment and training in the community. We recognize that each community will differ in demographics, economics, business and public membership. Therefore, this guide is designed to be flexible and adaptable to meet local variations. We have incorporated the experiences gathered from the CAPE demonstration programs into this guide. If local leadership is willing to make the commitment, this guide can offer communities a realistic plan to help reduce the rising crime rate.

APPENDIX I

COMMUNITY ALLIANCE PROGRAM FOR EX-OFFENDERS
(CAPE)
INTERAGENCY AGREEMENT

WHEREAS, the participating public agencies and private sector organizations are agreed that employment is an essential element in the reintegration of ex-offenders into the community, and

WHEREAS, the parties are agreed that current community employment assistance programs and services are uncoordinated, fragmented and frequently transitory, and

WHEREAS, the parties are agreed that the above problems can be most effectively addressed through the development of an interagency program which combines the resources of funding, professional expertise and appropriate facilities in a planned, integrated system of delivery; now

THEREFORE, the following organizations (Members) join together to combine their resources in a concerted effort to provide a community-wide coordinated effort to provide greater employment opportunities for ex-offenders:

1. X Agency
2. ABC Training Co.
3.

ARTICLE I - <u>STATEMENT OF PURPOSE</u>

The Community Alliance Program for Ex-Offenders (CAPE) is a local community network of ex-offender employment and training programs; human resources, corrections, and other governmental agencies; and business. CAPE is designed to help local employment service providers enhance their efforts to provide greater employment opportunities for ex-offenders by developing an area-wide coordinated service network. In so doing, CAPE will establish and maintain cooperative working linkages between correctional agencies, community service agencies, and employers in the local community to enhance comprehensive employment services for ex-offenders.

ARTICLE II - ORGANIZATIONAL STRUCTURE

A. Program Management

1. Advisory Board

The Members will each designate a representative to serve on an Advisory Board which will meet at least quarterly to oversee and monitor the work of the General Membership Committee and the CAPE Coordinator. The purpose of the Advisory Board is to generate interest, advocacy and support for the goals and objectives of the local CAPE. As recognized leaders in the private and public sectors, members of the Advisory Board will solicit the participation of key individuals in business and Government to facilitate the effective development and implementation of CAPE in this community.

2. General Membership Committee

The Members will also each designate a representative to the Membership Committee which will meet regularly with the CAPE Coordinator to assist and facilitate the coordination of the operating components and the resolution of problems. The Members may designate more than one representative to the Membership Committee; however, should it become necessary for the Membership Committee to vote on a given issue, each Member shall have only one vote, and a simple majority of the committee membership present will be sufficient to prevail. No participating agency or organization shall be bound by a Membership Committee policy or decision not allowed by its statutory or legal mandate, or by its security requirements. The General Membership Committee shall be responsible for resolving any disputed questions between the Members arising out of or relating to this Agreement.

No additional funding will be needed for the Membership Committee's operations as this will be an in-kind contribution.

3. CAPE Coordinator

The day-to-day program management will be the responsibility of the local CAPE Coordinator with the assistance of the General Membership Committee. The CAPE Coordinator will be responsible, with Membership Committee assistance, for overall management of the coordination of linkage of the various program components.

The Coordinator will report regularly to the General Membership Committee and be responsible for administrative functions, including hiring, training and supervision of staff; preparing funding proposals; monitoring contracts; collection of data; and preparation of reports.

B. Operating Components

1. Outreach

In order to identify, inform and recruit a potential pool of ex-offender participants, and to solicit required employment resources within the community, CAPE will coordinate a program of outreach and public relations into the community.

2. Intake

Pre-screening procedures will be utilized at intake to assist in determining an ex-offender's eligibility, appropriateness and desire for CAPE service. Some pre-screening of ex-offenders may be done by the referring correctional agencies before they are sent to CAPE. During intake, the following information will be compiled: identifying data, demographic characteristics, social background, educational background, work history, criminal history, income history, personal needs, and services required. Confidentiality standards will be strictly maintained.

3. Assessment

An assessment of an ex-offender's needs will be conducted to determine job readiness, aptitude, and career interest. Assessment may include aptitude and interest-testing in addition to participant interview and informal analysis of participant's background.

4. Pre-employment Training

Pre-employment training will be provided to prepare the ex-offender for a successful employment experience. Toward this end, pre-employment training should provide the knowledge, steps, techniques, and strategies needed to overcome common barriers connected with job search, placement and job retention. Pre-employment training may include labor market orientation, job search orientation, supported work experience, vocational exploration, and

career planning. An Employment Service Plan (ESP) will be prepared for each ex-offender to outline services to be provided and community resources to be utilized.

5. Skill/Vocational Training

Vocational training will be provided as necessary to meet entry level requirements or become competitive in the labor market. Vocational training may include remedial education, classroom training, or on-the-job training compatible with industry standards and needs.

6. Job Development

Job development will be provided by CAPE to obtain commitments from employers to hire ex-offenders.

7. Job Placement

Job placement will be provided to ex-offenders to successfully match them with appropriate job openings. The emphasis will be on placing ex-offenders in permanent, non-seasonal, full-time jobs at wages which meet their basic income requirements.

8. Follow-up Services

Follow-up services will be provided to collect information on post-placement status of participants for program monitoring evaluations; to identify and resolve any problems or needs; to enhance job retention; and to identify and resolve problems with employers in order to assure their continued use of CAPE services.

ARTICLE III - DUTIES AND COMMITMENTS OF PARTIES

The Members agree to provide the following services and resources for the program. These commitments may be expanded or modified as circumstances require in each Member's agency or organization.

	Member	Resource/Service
1.	X Agency	Emergency housing, clothing and food.
2.	ABC Training Co.	Evaluation testing as part of the intake process.
3.		
4.		

ARTICLE IV - TERM

This Agreement shall remain in effect for _____ year(s) from the effective date.

ARTICLE V - APPROVAL PROCESS

Each Member agency or organization will circulate this Agreement through its appropriate authority for review and approval. Such approval will be indicated by signature of respective agency and organization heads at the end of this document.

ARTICLE VI - LEGAL RELATIONSHIPS

This Agreement is entered into by the Members solely as an expression of a mutual interest in a cooperative effort to provide increased employment opportunities for ex-offenders. It is not to be interpretted as a legal document under common law or statutory law which creates any legal obligations on any Member nor any legal relationship of agent, servant, employee, partnership, joint venture or other associations between the parties. The term "Members" used to refer to the several agencies and organizations entering into this Agreement is used solely as a public relations term and not in any legal sense.

THIS AGREEMENT is made and entered into effective on the _____ day of _____, 19___ by and among the following parties:

X_____

John Doe
Director
X Agency

X_____

Jane Jones
President
ABC Training Company

X_____

X_____

X_____

X_____

X_____

58

APPENDIX II *

COMMUNITY ALLIANCE PROGRAM FOR EX-OFFENDERS
(CAPE)
CLIENT INTAKE/ASSESSMENT/EMPLOYMENT SERVICE PLAN

NAME (FIRST/LAST): _____

ADDRESS: _____

_____

_____

ZIP

HOME TELEPHONE NUMBER: _____

MESSAGE TELEPHONE NUMBER: _____

DATE OF BIRTH: _____ AGE: _____

SOCIAL SECURITY NUMBER: _____

U.S. CITIZEN (VERIFIED) YES ___ NO ___

NEXT OF KIN: _____ RELATIONSHIP: _____

ADDRESS: _____

_____

ZIP

TELEPHONE NUMBER: _____

HEALTH INSURANCE

NONE ___ MEDICAID ___ OTHER ___

VETERAN: YES ___ NO ___

KIND OF DISCHARGE: _____

DISABLED: YES ___ NO ___

FINANCIAL SUPPORT

FAMILY ___ SSI ___ AFDC ___

OTHER _____

Referring Officer: _____
Agency: _____

Date of Intake: _____

Telephone Number: _____

DATE OF SUPERVISON AND TERMINATION:

FROM: _____

TO: _____

KIND OF SUPERVISION: _____

_____

COURT: _____

COURT DOCKET NUMBER: _____

REG. NO.: _____

OFFENSES: _____

_____

_____

_____

DISPOSITION: _____ DATE: _____

_____

_____

SEVERITY OF INSTANT OFFENSE:

FELONY ___ MISDEMEANOR ___

SPECIAL CONDITIONS: _____

_____

_____

_____

DATE OF INCARCERATION: _____

DATE OF RELEASE: _____

*Grateful acknowledgement is made to the Connecticut State Adult Probation Office for their assistance in developing the CAPE Employment Service Plan.

ASSESSMENT:

EDUCATION/TRAINING SKILLS

(Grade levels refer to grades/training completed)

Less than 8th grade _____

Less than 12th grade _____

GED _____

High School Graduate _____

Post High School Graduate _____

Special Skills _____

Explain (i.e., post high school education/skill area/equipment operated/tools used/other. Please include related experiences while incarcerated.

_____

_____

_____

_____

Employment related activities during past 12 months (while incarcerated or prior to incarceration)

Full Time:

Employment _____
School _____
Training _____
Homemaking _____
Resid. Program _____
Other _____

Explain: _____

_____

Part Time:

Employment _____
School _____
Training _____
Homemaking _____
Resid. Program _____
Other _____

Explain: _____

_____

Months of Activities:

0 - 4 months _____
5 - 8 months _____
9 - 11 months _____
12 months _____

PRIOR CRIMINAL HISTORY

No prior conviction

1 - 2 prior _____

3 - 6 prior _____

7 or more _____

Pending charges: Yes _____ No _____

Explain: _____

_____

_____

Does client have a history of violent, sexual or mental deviant behavior or behaviors?

Yes _____ No _____

Explain:

_____

_____

_____

_____

Does client need professional services? Explain.

_____

_____

Does client have a history of alcohol, drug and/or mental health problems? Yes ____ No ____

Explain: _____

_____

_____

How long has client been sober or drug free? (Use date of last known inebriety or positive

Explain: _____

_____

_____

Treatment Plan - Explain: _____

_____

_____

Criminal history that may be job related.

Yes _____ No _____

Explain: _____

_____

_____

EXISTING FAMILY STRUCTURE:

Resides away from family with few or no family ties _____

Resides away from family with some ties or resides in one parent home _____

Resides with spouse or separated/divorced but caring for supporting children or resides in two parent household _____

Other living situation: Explain: _____

_____

_____

_____

_____

_____

MOTIVATION/ATTITUDES:

Highly Motivated _____

Motivated _____

Not Sure _____

Unmotivated _____

Recommend the client take a battery of tests to determine his/her work attitudes, capability, interest, education skill level. Yes _____ No _____

Referred to Vocational/Employment Program (Dole). Yes _____ No _____

OTHER COMMENTS:

Case Officer/U.S. Probation Officer Name: _____

Title: _____

Signature: _____

Date: _____

EMPLOYMENT SERVICE PLAN

Client has authorized and signed a waiver to exchange information with training program and/or potential employer: Yes _____ No _____

Client Characteristic/Needs Inventory	Priority Level	Plan of Action
1. Emergency or immediate survival needs such as pocket money, food, housing, transportation, clothing, etc. i.e., personal support	Max Med Min	
2. On-going support needs, i.e., child care, legal aide, health care.	Max Med Min	
3. Educational level: Literacy, Math	Max Med Min	
4. Knowledge of the "world of work", work habits and work conditions.	Max Med Min	
5. Vocational skills/training needs.	Max Med Min	
6. Career expectations and interests.	Max Med Min	

CASE MANAGEMENT CONTROL/FOLLOW-UP

(Information on this form should address Action Plan on ESP)

Referral Date:

Comments:

1st Week

2nd Week

3rd Week

4th Week

6th Week

8th Week

12th Week

16th Week

20th Week

APPENDIX III

Individuals to contact for further information

Dr. R.W. (Jack) Cocks
Deputy Chief Probation Officer
U.S. Courthouse
312 North Spring Street
Los Angeles, California 90012
213/688-3500
FTS 798-3500

Carl A. Eklund
General Counsel
National Alliance of Business
1015 15th Street, N.W.
Washington, D.C. 20005
202/457-0040

David D. Fawkner
U.S. Probation Officer
175 West Taylor Street
San Jose, California 95110
408/275-7671
FTS 463-7671

Rueben Flores
Regional Vice President, Pacific Northwest
National Alliance of Business
1111 Third Avenue, Suite 255
Seattle, Washington 98101
206/622-2531

David M. Lauder
President
Lauder, Gitterman and Company
2 Girard Plaza, Suite 1400
Philadelphia, Pennsylvania 19102
215/569-3569

Dan W. Stowers
Chief U.S. Probation Officer
620 Federal Building
517 East Wisconsin Ave.
Milwaukee, Wisconsin
414/291-1425
FTS 362-1425

Gwendolyn B. Tucker
Program Analyst
Court of Common Pleas
Adult Probation Department
1317 Filbert Street, Suite 500
Philadelphia, Pennsylvania 19107
215/686-2538

Richard (Dick) Westman
Regional Probation Administrator
Administrative Office, U.S. Courts
Washington, D.C. 20544
202/633-6226
FTS 633-6226

CAPE Programs

Mr. Ray Allen - Portland CAPE
c/o U.S. Probation Service
620 S.W. Main Street, Room 433
Portland, Oregon 97205
503/221-2518

Dr. H. Richard Gooch - Philadelphia CAPE
Chief Probation Officer
9000 U.S. Courthouse
601 Market Street
Philadelphia, Pennsylvania 19106
215/686-2550
FTS 597-2152

Ms. Jacqueline C. Simon - Santa Clara County CAPE
c/o Chamber of Commerce
One Paseo De San Antonio
San Jose, California 95113
408/995-0515

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